

Senior Leader Questions

1. Do I understand why we want to change?

- ❑ While we have great people and do great work, in some places we are not providing the services we could—we must change.
- ❑ With the increasing political and economic pressures, we have no choice if we are to continue to serve the nation and our customers and partners.
- ❑ There are many priorities for the limited funds—we have to become more efficient and effective. Current funding levels will not longer support the existing organizational structure at our headquarters and division levels. Increasing pressures on our partners and stakeholders budgets means we must be able to reduce our cost of doing business at the district level.
- ❑ Credibility of our work products has been called into question—we must formalize how we share lessons learned.
- ❑ Must reduce the time internally we take to make decisions.
- ❑ Change is occurring whether we want it or not—change or be changed.

2. Do I understand where we are going?

- ❑ One Corps with one headquarters
- ❑ Placing responsibility for strategic, operational and tactical at various levels of the organization
- ❑ Formalizing the cross functional teams of the Project Management Business Process
- ❑ Making the previously informal networks of technical expertise throughout the Corps more visible and accessible through established Communities of Practice
- ❑ Regionalizing services and leveraging expertise to become more effective and efficient
- ❑ Fostering mutual interdependence to insure that we deliver the best product to solve the complex problems of today and tomorrow

3. Do I understand how we will get there?

- ❑ Concepts are strong, but it will take everyone's creativity and flexibility to implement the change—to figure out how we change the processes, rely on collaboration and work together in teams.
- ❑ We will have to begin trusting each other to get the job done.

- ❑ We will need to recognize the part others play in getting the work done.
- 4. Do I understand the difference between how we are operating now and how we will operate in the future?
 - ❑ A new ball game—work will be based on mutual interdependence
 - ❑ One person or technical expert doesn't necessarily have the answer
 - ❑ I won't have all the people on my staff that I need to complete a mission, I'll have to rely on others.
- 5. Do I understand how my role/job and my peers need to change to support the future state, and the related actions needed to change behaviors?
 - ❑ Must create the environment for continued innovation.
 - ❑ Must ask who has done this before and what did they learn
 - ❑ Must be diligent in ensuring we are capturing and passing on the knowledge we gain from lessons learned
 - ❑ Must support inquiry without placing blame
 - ❑ Mentor and coach all
 - ❑ Take responsibility for coaching, retraining, or relieving those who are not performing as required
 - ❑ Active in shaping the future of the Corps
 - ❑ Responsible for sustaining the progress of the change
- 6. Do I understand how I, as well as my peers, will need to personally change our behaviors?
 - ❑ Become more comfortable with asking questions that don't have easy answers—comfortable with ambiguity
 - ❑ Depend on each other in the leadership to cross fertilize and share lessons learned
 - ❑ Challenge the way we have always done it
 - ❑ Listen to employees, hear their concerns and help get them addressed
 - ❑ Focus on relationships outside and inside of the organization
- 7. Do I understand my leadership role and those of my peers, how I will lead others and the needed actions I must take?

- ❑ Help them understand the concepts
- ❑ Instill the creative tension of how to achieve the mission given the changes in the organization and the needs of the partner and customer
- ❑ Mentor other leaders in the technical areas and our middle managers in leadership activities
- ❑ Hold the people who work for me or in my community of practice accountable for their actions.
- ❑ Model the interdependence and collaboration needed to implement the change

8. Do I understand how I will personally benefit from the change effort?

- ❑ Stripping away the bureaucracy of multiple layers of review will allow us to deliver better products more quickly
- ❑ I'll have access to the best experts across the Corps.
- ❑ I'll have employees who have challenging work and will enjoy working—less performance issues.
- ❑ I'll become more attuned to the latest in my profession with the Communities of Practice.
- ❑

9. Do I understand how we will measure success?

- ❑ Timeliness
- ❑ Better answers to problems that reflect the robustness of collaboration
- ❑ Better and more fulfilling relationships with partners, customers, professionals in other government agencies, academia, business and interest groups

10. Do I understand the cost of failure?

- ❑ American people and the Armed Forces will not get the services they need and deserve